

Christina Houck

From: John Cincotta
Sent: Friday, January 08, 2010 2:52 PM
To: Seattle - Vice Presidents of Quality Services; All RDQSSs
Cc: Jayne Sallerson; Chris Hyatt; Budgie Amparo
Subject: Connections-4thQt2009.doc Correction

Hello wonderful nurses! Thanks so much for pointing out under "Why Choose Emeritus" that we supply 24 hour nursing care. We will change it after consulting with Budgie to something along the lines of 24 hour resident care. Thanks so much for catching this everyone. John

John Cincotta

Senior Vice President of Sales

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Our Family is Committed to Yours.

Connections

Sales & Marketing Newsletter

Your connection to Sales & Marketing at Emeritus

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Message from Senior VP of Sales

A Fruitful 2009 Inspires an Awesome 2010!

Happy New Year everyone! I begin 2010 with a big thank you to all of you for your incredible dedication to our current and prospective residents and families. I understand and so appreciate the tireless work and effort that goes into each and every one of your interactions with all our current and potential customers. I find myself consistently inspired by your daily efforts which have produced quite a harvest for 2009 and have set us up for an amazing 2010!

For the year, the total portfolio net resident gain came in at 1,080 residents, with the average daily unit gain coming in at 1.6%. As we enter 2010 we continue to experience very positive need based demand, as indicated by our 14.2% in inquiry volume in 2009 vs. 2008. With strong demand and talented leadership at the communities we can look to increase occupancy by 2% in 2010 in our total portfolio. Our 2010 occupancy goals are:

- 125 NET Residents or units per month (approx. ½ resident per month per building)
- 2% Average Daily unit gain for 2010 – 0.5% per quarter

Simply put, we need to net 125 residents per month to achieve our goals. However, since we are ultimately being measured on a 2% daily average unit gain in 2010 vs. 2009, it's to our advantage to come out of the gate really strong in January and February. Bottom line, the bigger the net gain in January and February the better our chances of achieving our 2% ADU growth. To assist you in achieving our 2010 goals, let me remind you of what got us here and what can help us exceed our goals in 2010.

As you know, our commitment to providing service of the highest quality and value comes first. We provide our current and new residents many flexible programs and solutions to meet their financial needs while maintaining the highest standards. Please take advantage of your fabulous regional teams to assist you in reacquainting yourself and energizing your teams on why our prospective residents and family should choose Emeritus.

Here's to a wonderful year for all. Thanks everyone!

John Cincotta
Senior VP of Sales

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Why Choose Emeritus?

Dedicated Nurses - We supply 24 hour nursing care for our residents. Our nurses have a combined 103 years of extensive nursing experience.

Financially Stable company that owns the majority of its communities and continues to grow and prosper.

Resident Evaluation Program - Our state-of-the-art computerized assessment program allows us to accurately evaluate and monitor the unique combination of personal care services for each of our residents. You only pay for the services you are receiving.

Friendship Suites - Seniors are brought together to share an apartment, and enjoy the cost savings while forming new friendships.

Moderate Move-in Fees - No large entrance or endowment fees.

Senior Financial Solution Partnerships - Emeritus has partnered with many companies to help explore

financial options for you and your loved one.

- *Elderlife* - *Life Care Funding* - *Veterans Programs* -
- *Local Real Estate Professionals* -

Ethics First - A National program for employees, families and residents to offer feedback or to report any issues anonymously in a safe and secure environment. This is our commitment to honesty, integrity & service.

Memory Care Options - Our "Join Their Journey" program combined with a brain healthy lifestyle approach leads the industry.

Safely Somewhere Commitment - We understand that each senior's circumstances are unique. We are committed to finding the best solution for each individual, even if an Emeritus community is not the best fit.

Tax Deductibility - In most cases, the cost of assisted living is tax deductible as a medical expense.

Sales Tips & Training

Making a group presentation? It's time to get CREATIVE!!!

Have a little fun while teaching them who you are and what you do!

As a member of your community's CTM team, you are often selected to make presentations to groups and organizations. We are often asked by CRDs, EDs or RCDs who have been asked to speak to the Kiwanis, the local realtors association, a local guardianship group, or the hospital discharge planners group "What do I do?"



GET CREATIVE! Remember, these organizations often sit through the same old presentations month after month. They have heard it before. Your challenge is to engage them, make it fun, and teach them about your community and services. You will often only get 10-20 minutes, so you need to make your presentation memorable in order for them to retain what you want them to know.

Adults learn in different ways. Your objective should always be to incorporate visual, auditory, tactile (hands-on) and kinesthetic (action) learning styles into your presentation. Visual learners respond well to colorful pictures, handouts and diagrams. Auditory learners need to hear what is being said, but you can make this learning stick if you incorporate a catchy tune or rhyme. Tactile learners need to touch and feel something as they are learning about it. Kinesthetic learners need to be engaged by moving around and having a sense of "action".

This is challenging, but not impossible! Here's a great example of a presentation that Stephanie Siegel, our CRD at Summerville at Mentor did for her local networking group. She engaged the group in a sing-a-long, requesting that they clap along with the music (tactile and kinesthetic), sing with her (auditory) and provided the words to the song on a handout (visual). A perfect example of engaging every adult learning style while teaching them about her community!

(To the tune of "When the Saints Go Marching In")

To Summerville / I'm moving in
To Summerville I'm moving in
The care 24/7 is outstanding
To Summerville I'm moving in

Family and friends are all around
Family and friends are all around
They can even spend an overnight
Family and friends are all around

There's clubs and trips / and prayers and games
There's clubs and trips and prayers and games
Don't forget the exercise, parties and Bingo
There's clubs and trips and prayers and games

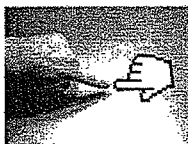
To Summerville / I'm moving in
To Summerville I'm moving in
The care 24/7 is outstanding
To Summerville I'm moving in

The food is fine / four times a day
The food is fine four times a day
A dozen choices all made to order
The food is fine four times a day

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Are You Greeting Guests in Your Virtual Lobby?

Connecting with your internet leads.



Internet leads are every bit as important as those folks who walk in our door or who call us on the phone. They are sitting in your virtual lobby, waiting for someone to help them. Are you leaving your guests sitting out there for a couple of hours? Or worse, a couple of days? If so, you are losing some of the most urgent leads that you will get.

The key to successfully managing your internet leads is TIMING. Our CRD's who respond the fastest are experiencing phenomenal success in getting more move-ins faster. They are truly saving lives!

Check out what Rachelle Canones, CRD at Emeritus at Rancho Solano, is doing simply by responding faster.

"We have a family signing a contract right now and moving in today! This is a lead from emeritus.com that came in yesterday. We responded to them right away, while they were still online. We learned that the lead was being discharged today from a SNF who told the family that he would need care so the SNF gave them a couple of Board & Care homes to look at for a respite stay and that's where the family was taking him. We caught it, discussed our respite program and what we have to offer. They toured today and then we went to the SNF for evaluation and paperwork this morning. The family picked up the resident and brought him back here with us. It turns out they decided to make the move permanent! A special thanks to our nurse Evelyn who helped with this family."

Just imagine what this family might have gone through if Rachelle had not caught them while they were still online? And, even better, she did an amazing job of engaging her Resident Care Director to help right away, which solidified the move-in. What a great example of CTM and urgency!

Check out what Bill Lawson, Interim ED at Emeritus at Clairemont, accomplished with his fast internet response and by using the right Emeritus tool – our Connection form!

"I used our Connection form to follow up on an Emeritus internet 911 referral today. When my lead called me back, I used the Connection sheet which resulted in a scheduled tour for this coming Wednesday. It took all the pressure off me by having the right questions to ask and made total sense when I got to see the outcome which was a tour."

This is another great example of using the combination of urgency, coupled with the right resource to get a positive outcome. The tools for your success are right there in your hands. All you have to do is use them!

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Is You're A-Team Poised for Success?

Train you're A-Team!



Every community has an "A-Team" or "Back Up Team" that they rely on to help with the sales efforts. But, have you asked yourself:

- Are you comfortable that they have the skills to take an inquiry or conduct a tour?
- Have you asked them what their comfort level is in taking an inquiry or providing a tour?

If you can't answer these questions, it's time to ask. You might be surprised at what you find out. Remember, as CRDs, EDs, and RCDs, we are engaged in sales activities every single day. That means that our comfort level is greater than that of our A-Teams. Don't take for granted that they feel good about their skill levels --- they don't get to practice sales every day!

I recently spent some time with several A-Teams and some of the things that they were concerned about included:

- *I'm afraid they are going to ask about price.*
- *What is: Medicare / Medicaid / Long Term Care Insurance?*
- *I feel like I am going to get sick every time the phone rings and I am Manager on Duty.*
- *I don't know how to answer questions about medical / survey / corporate.*
- *How can I turn a negative tour into a positive one? (Memory Care Neighborhood experience)*
- *What if they aren't willing to give me information on the phone?*
- *How do I know if someone is appropriate?*
- *How do I know what we have available?*

Training your A-Team is all about surfacing their fears and concerns, addressing those concerns with simple answers and ideas, and PRACTICE. Your next A-Team training can be as easy as getting the whole group into a room and asking them to share the things that make them uncomfortable about taking an inquiry or tour. Then discuss with them how to handle those concerns. Then spend time practicing. Give them a scenario and let them practice with each other while you circulate through the room. Spend a good 45 minutes letting them practice. When you have finished ask them what they did well and what they want to do differently next time. End the training with a recap of all the things that they are amazing at when it comes to sales activities. Let them know that you absolutely believe in them and their ability to connect with our customers. After all, that's why they're on the team!

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*Do you have a Sales Best Practice that you would like to share with your peers?
Send your tip to mpletcher@emeritus.com and it may end up in a future newsletter!*

Best Practices

Engaging Memory Care families during home visits.

Using activity kits and baskets leads to meaningful interactions and move ins!

When someone you love has dementia, it affects the whole family. Family caregivers (usually spouses and adult children) report that grief is often the heaviest burden to bear. There are two kinds of grief that are cited the most often: "anticipatory grief," which is the sense ahead of time that things will only get harder and worse; and "ambiguous loss," which is the discordant feeling family caregivers experience while working so hard to meet the needs of their loved one when that person is no longer able to recognize them or their efforts. Out of necessity, family caregivers spend the majority of their day taking care of their loved one's needs including household chores, activities of daily living, medications, errands and appointments, shopping and meal preparation. And they must also compensate for their loved one's cognitive deficits during a time when they feel disconnected from the very person they are taking care of.

One of the most appreciated ways we help create relationships with these family caregivers is on home visits when we can teach them how to engage their loved one using activity kits and baskets. These help caregivers focus on the abilities their loved one

does have and helps them both by creating new shared moments of success together by enjoying modified hobbies and past times from their life story.

Activity Kits

Activity kits are designed to help engage the person with dementia conversationally in reminiscing. Kits will have items that relate to a specific theme from their life story (weddings, travel, etc). We then add 20 3 X 5 cards that cue the at-home care giver with questions (What bridal gowns from these magazine pictures do you like best? What flavor cake did you have/do you like? Let's trace Route 66 on a map; What cities have great barbecue? Where would we find deserts? What would we want to pack and take with us? Let's sing traveling songs!)

Activity Baskets

Activity baskets are items that are used for hands-on projects. These hands-on projects that involve the senses are "failure free" where the success lies in just doing something together without the stress of needing to complete anything or having to do it "right." With baskets, the fun lies in sharing a joyful and positive interaction. These baskets have several items and 20 3 x 5 cards that cue the caregiver on 20 different actions or activities that they can share with their loved one. For gardening; let's paint or pot, let's plant our seeds, let's harvest our fruit and veggie and make a snack together. For a pet basket; let's give the dog a bath and take one too! let's give the cat a gentle massage and using the pet safe lavender lotion, let's make the dog some dinner and give him fresh water while we get a snack and drink too!)

Prepare for a Successful home visit.

To prepare for a successful home visit using activity kits and baskets, follow these simple steps:

- Using the Memory Care Connections form, gather as much information as you can about the work life, hobbies and interests of the person with dementia
- Gather your entire team together (especially your Memory Care Director) to brainstorm the themes you may want to use to create your kit or basket and then make a list of what you'll need to buy
- While you have your whole team near, pass out 3 x 5 cards to everyone and have fun jotting down the best 20 questions that relate to the theme for an activity kit reminiscing conversation and/or the best 20 actions/activities that involve the senses and relate to the theme of your activity basket
- Then just go! Decide which two team members make the best sense (be sure to include your Memory Care Director!) and then just go! At home caregivers may have trouble pre-setting an appointment due the unpredictable and changing needs of their loved one day-to-day, hour-by-hour and sometimes moment-by-moment which is why when it comes to memory care home visits---we just go!

Our activity kits and baskets and the 3 x 5 cards we use to coach at-home caregivers feel more connected to the person they love and get a chance, if even for short time, to see their loved one being successful, purposeful and happy. This is a gift every family with dementia will treasure immediately and long after you've left as they use the items and skills you've given them to have a better, brighter day with their loved one!

Lauren, CRD and Cecile, MCD from Court at Decatur share a recent home visit success for a memory care lead. Knowing Barrett loved golf, Cecile brought a golf activity basket and putting green for him. While the CRD was talking with the family, the MCD enjoyed playing golf with him. He enjoyed her company and doing something meaningful with her, so he gave her a tour of his home. His words were not clear, but because Cecile knew his love of golf and the basket became a kit and she was able to converse with him and keep the conversation going. Cecile and her team were then able to welcome him with his family for a tour. He was comfortable and made a connection with another gentleman in the neighborhood because they had identified the common interests. Knowing his life story made such a positive difference allowing them to customize the home visit to honor him and his interests. Lauren is working on the paperwork waiting for the doctor visit scheduled soon to welcome him to the MCN.

Nicole, the Memory Care Director from the Court of Vinings Place and Anna, CRD, went to visit Theresa and her daughter. This Place for Mom lead had been in YGL for the longest time. This daughter has many challenges balancing work, home, family, friends, and had been unwilling to commit to a tour. After reviewing the Memory Care Connections form information, they preplanned a home visit, and put together an art activity basket. During the visit, the Anna was able to sit and speak with the daughter as Nicole sat at the kitchen table with Theresa and brought out the art supplies. Theresa said she couldn't paint any more. Nicole made her feel comfortable and said she was not a good artist either, but let's look at the colors and touch the brushes. Eventually Nicole was able to have Theresa select colors and Nicole sprinkled them on the paper. Nicole folded the paper in two so that the colors blended and when unfolded, Theresa said with joy, "Oh my gosh we painted a butterfly!" The daughter wants Mom to live there and now just needs to finalize some details

Nicole and her RCD Les share another visit with a family that had come for a tour previously. Capturing the life story from the tour and other YGL notes, the team was able to take her favorite fresh flowers, pictures of birds, and an envelope of questions for

her activity kit to ask the future resident, Betty Sue. Nicole wanted to be sure she was asking Betty Sue things that would have meaning for her from her life. This allowed Betty Sue to be comfortable with the MCD and not nervous and they had a delightful conversation about the birds and the squirrels, while watching the husband fill the bird feeder. She has moved in!

Do you have a successful memory care home visit story to share? We want to hear from you! Please email your successes to us!

Mara Maitlin

National Director of Sales and Marketing Memory Care

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Success Stories

Emeritus at Hamilton House – San Antonio,

Hamilton House HAS INCREASED OCCUPANCY BY 16 THIS YEAR DUE TO....

- CTM really being alive and well
- Every holiday weekend, end of month weekend or busy marketer on duty day is worked by the ED & CRD
- RCD is truly the fastest responder...always within 1 ½ hours – 2 Hours
- BOD assists with following up with older leads and does YGL Best Practice alert

These dynamos really have grown occupancy this year due to closing the back door! They've decreased their move outs by 4 per month!

Staff has developed solidified relationship with HHC and hospice! Both organizations supply us with a representative (a nurse) at least 5 days weekly that serve as an extension of our staff.

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MVP

Ended December 31st at 100%

Anderson Place	100%
Bellevue Manor	100%
Colonie Manor	100%
Court at Denver	100%
Court at East Mesa	100%
Court at Overland Park	100%
Court at Peoria	100%
Court at Reno	100%
Court at South Park	100%
Court at Sun City West	100%
Eastman Estates	100%
Emeritus at Arborwood	100%
Emeritus at Beckett Meadows	100%
Emeritus at Collin Oaks	100%
Emeritus at Conway	100%
Emeritus at Desert Springs	100%
Emeritus at Friendswood	100%
Emeritus at Lakeland	100%
Emeritus at Memorial	100%